

PHRC
STRATEGIC PLAN OF 2017-2020

PHRC Overarching Focus Area:	PHRC Overarching Objective:	Governor/Commonwealth Strategic Objective Alignment
<ul style="list-style-type: none"> ○ PHR Act ✓ Professional Development and Engagement ○ Brand Identity and Marketing ○ Funding 	Talent Management: Professional Development Contribute to: Enhancing Professional Growth/Diverse Leadership Development/Enhancing Organizational Capacity	<ul style="list-style-type: none"> ○ Jobs that Pay ○ Schools that Teach ○ Employment First Policy ✓ Government that Works ✓ Strengthen the Commonwealth

INITIATIVE ONE PROFESSIONAL DEVELOPMENT for:	Target SFY	Qtr. Start	ROI / Metric (Hard & Soft)
1." Commissioners"			
a. Complete Self Reflection Exercise	2017-2018	2 nd - Oct	a. Answers call to action.
b. "Mini" Active Listening Training		3 rd - Jan	b. Participant turnout and training evaluations.
c. PHRA Training		3 rd - Mar	c. Pre/Post Quiz answers and leverages internal knowledge, experience, skills and insight.
d. Civil Rights Training		4 th - May	d. Pre/Post Quiz answers and leverages internal knowledge, experience, skills, and insight.
e. Fair Housing Training Conference		4 th - Jun	e. Pre/Post Quiz answers and leverages internal knowledge, experience, skills, and insight.
1." Directorship"			
a. Complete Self Reflection Exercise	2017-2018	2 nd - Oct	a. Answers call to action.
b. "Mini" Active Listening Training		3 rd - Jan	b. Participant turnout and training evaluations.
c. PHRA Training		3 rd - Mar	c. Pre/Post Quiz answers and leverages internal knowledge, experience, skills and insight.
d. Civil Rights Training		4 th - May	d. Pre/Post Quiz answers and leverages internal knowledge, experience, skills, and insight.
e. Fair Housing Training Conference		4 th - Jun	e. Pre/Post Quiz answers and leverages internal knowledge, experience, skills, and insight.

INITIATIVE ONE PROFESSIONAL DEVELOPMENT for:	Target SFY	Qtr. Start	ROI / Metric (Hard & Soft)
1." Staff"			
a. PHRA Training	2017-2018	3 rd - Mar	a. Pre/Post Quiz answers and leverages internal knowledge, experience, skills and insight.
b. Civil Rights Training		4 th - May	b. Pre/Post Quiz answers and leverages internal knowledge, experience, skills, and insight.
c. Fair Housing Training Conference		4 th - Jun	c. Pre/Post Quiz answers and leverages internal knowledge, experience, skills, and insight.
1 A1. "Commissioners"			
a. Implicit Bias/Cultural Diversity	2018-2019	1 st -Jul	a. Pre/Post Quiz answers and provides access and opportunity to enable and foster an environment of inclusion.
a. Preview Homer Floyd's History PHRC/Civil Rights Video		1 st -Sept	b. Participant turnout and training evaluations.
b. Diversity and Inclusion Workshop		4 th -May	c. Pre/Post Quiz answers and provides access and opportunity to enable and foster an environment of inclusion.
c. Active Listening Training		4 th -June	d. Pre/Post Quiz answers and increases internal collaboration.
1 B1. "Directorship"			
a. Implicit Bias/Cultural Diversity	2018-2019	1 st - Jul	a. Pre/Post Quiz answers and provides access and opportunity to enable and foster an environment of inclusion.
b. Preview Homer Floyd's History PHRC/Civil Rights Video		1 st -Sept	b. Participant turnout and training evaluations.
c. Diversity and Inclusion Workshop		4 th -May	c. Pre/Post Quiz answers and provides access and opportunity to enable and foster an environment of inclusion.
d. Active Listening Training		4 th - June	d. Pre/Post Quiz answers and increases internal collaboration

INITIATIVE ONE PROFESSIONAL DEVELOPMENT for:	Target SFY	Qtr. Start	ROI / Metric (Hard & Soft)
1 C1. "Staff"			
a. Implicit Bias/Cultural Diversity Training	2018-2019	1 st - July	a. Pre/Post Quiz answers and provides access and opportunity to enable and foster an environment of inclusion.
b. EEOC Sponsored—Partnership Summit (for Employment Investigators)		1 st - Aug	b. Pre/Post Quiz answers and builds internal knowledge, experience, skills and insight.
c. Preview Homer Floyd's History PHRC/Civil Rights Video		1 st - Sept	c. Participant turnout and training evaluations.
d. Open Invitation to Basic Refresher Investigation Training		Ongoing	d. Pre/Post Quiz answers and builds internal knowledge, experience, skills and insight.
e. Conciliation/Settlement Training for all Investigators		3 rd - Feb	e. Participant turnout and training evaluations and provides resources for individual goal setting.
f. Fair Housing Conference		4 th - June	f. Participant turnout and training evaluations.
1 A2. "Commissioners"			
Population Demographics and Trends Training	2019-2020	2 nd - Nov	a. Pre/Post Quiz answers and builds internal knowledge, experience, skills and insight.
Relationship Building Training		3 rd - Mar	b. Pre/Post Quiz answers and increases internal collaboration.
HUD Sponsored Commissioners' and Executives' Training		4 th - June	c. Pre/Post Quiz answers and builds internal knowledge, experience, skills and insight.
1 B2. "Directorship"			
a. Population Demographics and Trends Training	2019-2020	2 nd - Nov	a. Pre/Post Quiz answers and builds internal knowledge, experience, skills and insight.
b. Relationship Building Training		3 rd - Mar	b. Pre/Post Quiz answers and increases internal collaboration.
c. HUD Sponsored Commissioners' and Executives' Training		4 th - June	c. Pre/Post Quiz answers and builds internal knowledge, experience, skills and insight.

INITIATIVE ONE PROFESSIONAL DEVELOPMENT for:	Target SFY	Qtr. Start	ROI / Metric (Hard & Soft)
1 C2. "Staff"			
a. EEOC Sponsored—Partnership Summit (for Employment Investigators-includes training on Staffing/Temp Agencies)	2019-2020	1 st - Aug	a. Pre/Post Quiz answers and builds internal knowledge, experience, skills and insight.
b. Training on Retaliation		2 nd - Oct	b. Pre/Post Quiz answers and builds internal knowledge, experience, skills and insight; and enhances succession planning.
c. Population Demographics and Trends Training		2 nd - Nov	c. Pre/Post Quiz answers and builds internal knowledge, experience, skills and insight.
d. Open Invitation to Basic/Refresher Investigation Training		Ongoing	d. Pre/Post Quiz answers and builds internal knowledge, experience, skills and insight and enhances succession planning.
e. Fair Housing Conference		4 th - June	e. Participant turnout and training evaluations.

PHRC Overarching Focus Area:	PHRC Overarching Objective:	Governor/Commonwealth Strategic Objective Alignment
<ul style="list-style-type: none"> ○ PHR Act ✓ Professional Development and Engagement ○ Brand Identity and Marketing ○ Funding 	Talent Management: Professional Development Contribute to: Enhancing Professional Growth/Diverse Leadership Development/Enhancing Organizational Capacity	<ul style="list-style-type: none"> ○ Jobs that Pay ○ Schools that Teach ○ Employment First Policy ✓ Government that Works ✓ Strengthen the Commonwealth

INITIATIVE TWO ENGAGEMENT for:	Target SFY	Qtr. Start	ROI / Metric (Hard & Soft)
2. "Commissioners"			
a. Each commissioner has consistent commissioner attendance (in person vs. conference call)	2017-2018	3rd - Jan	a. Attends commission meetings in-person at least 9 out of 12 months and improves relationship building.
b. Each commissioner builds legislative relationships		4 th - Apr	b. Establishes or renews contacts with at least three legislative representatives annually and provides much needed assistance with outreach and education.
2. "Directorship"			
a. Engage in one town hall event as part of a commission meeting	2017-2018	4 th - Apr Montgomery County	a. Increases contact with communities.
b. Join the Diversity and Inclusion Professionals of Central, PA and similar organizations in Philadelphia and Pittsburgh		3 rd - Jan	b. Increases staff exposure to community networks and resources and provides access and opportunity to enable an environment of inclusion
c. Determine with PSSU's input the parameters for engaging staff in outreach and education events		4 th - Apr	c. Answers the call to action, staff adds value to PHRC and helps re-build PHRC's relationship with PSSU.
2. "Staff"			
a. Select staff begins participating in outreach and education events	2017-2018	4 th - June	a. Answers the call to action, staff adds value to PHRC and leverages internal knowledge, experience, skills and insight and increases staff morale.
2 A1. "Commissioners"			
a. Each commissioner enhances his/her interactions with advisory councils	2018-2019	1 st - Sept	a. Attends at least two advisory council meetings annually in his/her geographical area.
b. Consistent internal communication		1 st - Sept	b. Releases policy regarding reporting structure, implements and enforces policy, clarifies roles and responsibilities and improves morale.

INITIATIVE TWO: ENGAGEMENT for:	Target SFY	Qtr. Start	ROI / Metric (Hard & Soft)
2 B1. "Directorship"			
a. Leverage technology in all offices, besides CMS	2018-2019	1 st – Sept through 4 th June	a. Implements Office 365 with Skype capabilities, the number of Skype sessions held annually, adds capacity to file housing, public accommodation and education discrimination questionnaires on-line and provides resources for individual goal setting.
b. Create an on-line "modified" dashboard that provides feedback to all regions and central office on meeting strategic plan objectives		3 rd - Jan	b. Issues "survey monkey" to obtain employees' reactions, promotes transparency and improves morale.
c. Join the Diversity and Inclusion Professionals of Central, PA and similar organizations in Philadelphia and Pittsburgh		3 rd - Jan	c. Increases staff exposure to community networks and resources and provides access and opportunity to enable an environment of inclusion.
d. Engage in two town hall events as part of commission meetings		2 nd Dec – Phil 4 th Apr - Pitts	d. Increases contacts with communities.
2 C1. "Staff"			
a. Participates in outreach and education events	2018-2019	1st - Sept ongoing	a. Answers call to action, staff adds value to PHRC, improves morale.
b. Obtain robust input and collaboration from the union on policy/process/procedures.		2nd - Oct	b. Obtains timely and comprehensive feedback from a cross section of union-represented employees.
2 A2. "Commissioners"			
a. Become a premier resource to the governor's office on civil rights	2019-2020	1 st - Sept	a. Enhances PHRC's public image, increases number of coordinated events and press releases with governor's office.
2 B2. "Directorship"			
a. Engage in two town hall events as part of commission meetings	2019-2020	2 nd - Dec - Phil 4th-Apr - Pitts	a. Increases contacts with communities.
b. Join the Diversity and Inclusion Professionals of Central, PA and similar organizations in Philadelphia and Pittsburgh		3 rd - Jan	b. Increases staff exposure to community networks and resources and provides access and opportunity to enable an environment of inclusion.
c. Issue and share results of a climate survey		3 rd - Jan	c. Analyzes the number of survey results and nature of comments and compares information to baseline 2017 SWOT results.

INITIATIVE TWO: ENGAGEMENT for:	Target SFY	Qtr. Start	ROI / Metric (Hard & Soft)
2 C2. "Staff"			
a. Participates in outreach and education events	2019-2020	1 st - Sept ongoing	a. Answers the call to action, staff adds value to PHRC and improves morale.
b. Obtain robust input and collaboration from the union on policy/process/procedures.		2 nd - Oct	b. Obtains timely and comprehensive feedback from a cross section of union-represented employees.

PHRC Overarching Focus Area:	PHRC Overarching Objective:	Governor/Commonwealth Strategic Objective Alignment
<ul style="list-style-type: none"> ○ PHR Act ✓ Professional Development and Engagement ○ Brand Identity and Marketing ○ Funding 	Talent Management: Professional Development Contribute to: Enhancing Professional Growth/Diverse Leadership Development/Enhancing Organizational Capacity	<ul style="list-style-type: none"> ○ Jobs that Pay ○ Schools that Teach ○ Employment First Policy ✓ Government that Works ✓ Strengthen the Commonwealth

INITIATIVE THREE EQUITY ENFORCEMENT/ EDUCATION EQUITY/ PUBLIC AWARENESS & ENGAGEMENT for:	Target SFY	Qtr. Start	ROI / Metric (Hard & Soft)
3. "Commissioners"			
a. Continue pursuit of education equity for English Language Learners (ELLs)	2017-2018	1 st - Jan	a. Obtains expert resources, measures compliance with federal guidelines and other documentation and shares results, obtains at least three to four partner organizations to support the cause.
3. "Directorship"			
a. Address language barriers to filing PHRC complaints	2017-2018	1 st - Jan	a. Converts PHRC brochures, fact sheets and routine handouts in to various languages and, includes related videos on website. Continues to strive to hire bilingual investigators.
b. Implement quality assurance programs		2 nd - Oct	b. Implements select portions of Internal Control Assessment/Tool Monitoring Plan, addresses risks, complies with commonwealth mandates, re-establishes a consistent and commission-wide QA Program , and provides employees with consistent operational roles and expectations.
c. Continue education equity projects		2 nd - Oct	c. Increases the public's awareness of PHRC, promotes PHRCs image as caring about education equity, and conducts on-site visits at select schools. Participates in the Millersville University's Project on ELL support strategies in school districts.
d. Implement Affirmatively Furthering Fair Housing (AFFH). Network with commonwealth agencies by attending planning meetings.		3 rd - Jan	d. Increases external collaborations, raises public awareness of civil rights issues and educates others on importance of civil rights.
e. Strengthen Commission's ability to address systemic employment discrimination		4 th - Apr	e. Obtains EEOC training on systemic employment discrimination, issues guidance on how investigators handle respondents' discriminatory policies, and improves public service.

INITIATIVE THREE EQUITY ENFORCEMENT/ EDUCATION EQUITY/ PUBLIC AWARENESS & ENGAGEMENT for:	Target SFY	Qtr. Start	ROI / Metric (Hard & Soft)
3. "Staff"			
a. Investigators conduct on site-visits for select investigation cases	2017-2018	3 rd - Jan	a. Increases the quality and timeliness of investigations, enhances likelihood of federal reimbursement for employment and housing cases.
b. Investigators attend case related public hearings		3 rd - Jan	b. Provides resources for individual goal setting and enhances succession planning.
c. Strengthen commission's ability to address systemic employment discrimination		4 th - Apr	c. Obtains EEOC training on systemic employment discrimination, issues guidance on how investigators handle respondents' discriminatory policies, and improves public service.
3 A1. "Commissioners"			
a. Understand housing discrimination and gentrification, advocate for community planning and take action as appropriate	2018-2019	1 st - Sept	a. Obtains training on subject matters, partners with fair housing agencies, and holds public meetings to gather feedback and provides recommended action
3 B1. "Directorship"			
a. Continue to implement quality assurance programs	2018-2019	1st - July	a. Implements select portions of Internal Control Assessment/Monitoring Plan, addresses risks, complies with commonwealth mandates, implements commission-wide QA Program, and provides employees with consistent operational roles and expectations.
b. Strengthen commission's ability to address systemic employment discrimination		4 th - Apr	b. Obtains EEOC training on systemic employment discrimination, issues guidance on how investigators handle respondents' discriminatory policies, and improves public service.
3 C1. "Staff"			
a. Investigators attend case related training provided to respondents	2018-2019	2nd - Oct	a. Provides resources for individual goal setting, enhances succession planning.
b. Strengthen commission's ability to address systemic employment discrimination		4th - Apr	b. Obtains EEOC training on systemic employment discrimination, issues guidance on how investigators handle respondents' discriminatory policies, and improves public service.
c. Investigators conduct on site-visits for select investigation cases		Ongoing	c. Increases the quality and timeliness of investigations, enhances likelihood of federal reimbursement for employment and housing cases.

INITIATIVE THREE EQUITY ENFORCEMENT/ EDUCATION EQUITY/ PUBLIC AWARENESS & ENGAGEMENT for:	Target SFY	Qtr. Start	ROI / Metric (Hard & Soft)
3 A2. "Commissioners"			
a. Become "Go-To" Resource/Civil Rights Agency	2019-2020	2 nd - Oct	a. Meets with governor's office and other large commonwealth agencies regarding PHRC's role and responsibilities (vs. EEO), collaborates with attorney general's office on civil rights complaints, requests executive order naming PHRC the "go-to" resource on civil rights in PA, increases number of jointly held press releases with governor's office and holds similar meetings with major stakeholders, including legislators.
b. Strengthen commission's ability to address systemic housing discrimination		1 st - Sept	b. Obtains HUD training on systemic housing discrimination and FIPA services. Uses testing services from local FIPA to obtain broad relief from housing discrimination, issues guidance on how investigators handle testing results and improves public service.
3 B2. "Directorship"			
a. Continue to implement quality assurance programs	2019-2020	1 st - July	a. Implements select portions of Internal Control Assessment/Monitoring Plan, address risks, comply with commonwealth mandates, implements commission-wide QA Program and provides employees with consistent operational roles and expectations.
b. Mediate commonwealth employee complaints		2 nd - Nov	b. Executes agreement with governor's office to require the commonwealth to mediate complaints, increases mediation program awareness across commonwealth.
c. Strengthen Commission's ability to address systemic employment discrimination		4 th - Apr	c. Obtains EEOC training on systemic employment discrimination, issue guidance on how investigators handle respondents' discriminatory policies, and improves public service.
3 C2. "Staff"			
a. Investigators continue to attend case related training provided to respondents and public hearings	2019-2020	1 st - July and Ongoing	a. Provides resources for individual goal setting, enhances succession planning.
b. Strengthen Commission's ability to address systemic employment discrimination		4 th - Apr	b. Obtains EEOC training on systemic employment discrimination, issues guidance on how investigators handle respondents' discriminatory policies, and improves public service.
c. Investigators conduct on site-visits for select investigation cases		Ongoing	c. Increases the quality and timeliness of investigations and enhances likelihood of federal reimbursement for employment and housing cases.

PHRC Overarching Focus Area:	PHRC Overarching Objective:	Governor/Commonwealth Strategic Objective Alignment
<ul style="list-style-type: none"> ○ PHR Act ✓ Professional Development and Engagement ○ Brand Identity and Marketing ○ Funding 	Talent Management: Professional Development Contribute to: Enhancing Professional Growth/Diverse Leadership Development/Enhancing Organizational Capacity	<ul style="list-style-type: none"> ○ Jobs that Pay ○ Schools that Teach ○ Employment First Policy ✓ Government that Works ✓ Strengthen the Commonwealth

INITIATIVE FOUR BRAND IDENTITY AND MARKETING for:	Target SFY	Qtr. Start	ROI / Metric (Hard & Soft)
4. "Commissioners"			
a. Reach consensus on brand identify, i.e., How PHRC wants to be perceived by its public.	2017-2018	4 th - June	a. Articulates the value PHRC brings to businesses, the public and the overall commonwealth, explains what success looks like, decides on a tagline, develops and displays vision/mission/values posters in respective offices, distributes "Who We Are" overview materials, raises public awareness of civil rights issues.
4. "Directorship"			
a. Locate a university or other entity to "cost out" the societal impact of discrimination	2017-2018	4 th - Apr	a. Increases external collaboration, raises public awareness of civil rights issues, serves as a method of recruiting future staff. Locates a university, community college, PASSHE or other entity to cost out the societal impact of discrimination.
4. "Commissioners"			
a. Each commissioner expands partnerships with those who support commission initiatives	2018-2019	1 st - July	a. Establishes or renews contacts with at least three partners annually, serves as commission's goodwill ambassador, raises public awareness of civil rights issues.
4. "Directorship"			
a. Contract with a vendor to build a business case for PHRC	2018-2019	1 st - July	a. Develops a PHRC business case for multiple audiences (laypersons, legislators, stakeholders, existing and potential federal funding agencies), and facilitates brand development, collaboration and growth.
4 A1. "Commissioners"			
a. Each commissioner expands partnerships with those who support commission initiatives	2019-2020	1 st - July	a. Establishes or renews contacts with at least three partners annually, serves as commission's goodwill ambassador, and raises public awareness of civil rights issues.
4 B1. "Directorship"			
a. Translate business case and related marketing items in to multiple languages	2019-2020	1 st - July	a. Addresses needs to communicate in multiple languages, facilitates public awareness of civil rights issues to diverse population groups.

PHRC Overarching Focus Area:	PHRC Overarching Objective:	Governor/Commonwealth Strategic Objective Alignment
<ul style="list-style-type: none"> ○ PHR Act ✓ Professional Development and Engagement ○ Brand Identity and Marketing ○ Funding 	Talent Management: Professional Development Contribute to: Enhancing Professional Growth/Diverse Leadership Development/Enhancing Organizational Capacity	<ul style="list-style-type: none"> ○ Jobs that Pay ○ Schools that Teach ○ Employment First Policy ✓ Government that Works ✓ Strengthen the Commonwealth

INITIATIVE FIVE FUNDING for:	Target SFY	Qtr. Start	ROI / Metric (Hard & Soft)
5. "Commissioners"			
a. Challenge lack of HUD funding for investigated cases	2017-2018	2nd - Oct	a. Increases revenues.
b. Request governor's presence at a commission meeting		4th - Apr	b. Increases employee morale and public's awareness of commission.
5. "Directorship"			
a. Initiate a three-month newsletter/website campaign with non-profit agencies serving people who may be experiencing discrimination	2017-2018	3 rd – Jan	a. Increases external collaboration; promotes more social/website followers; and increases number of persons referred to PHRC.
b. Ensure case closure targets for aged, new and priority cases are met per region.		1 st – July 2 nd – Oct 3 rd – Jan 4 th - Apr	b. Mitigates the greatest financial risk to the commission, ensures complement stability, promotes opportunity to increase future complement level, ensures public receives timely and quality services and fulfills one of the commission's core functions – investigations.
5. "Staff"			
a. Ensure case closure targets for aged, new and priority cases are met per region.	2017-2018	1 st – July 2 nd – Oct 3 rd – Jan 4 th - Apr	a. Mitigates the greatest financial risk to the commission, ensures complement stability, promotes opportunity to increase future complement level, ensures public receives timely and quality services and fulfills one of the commission's core functions – investigations.

INITIATIVE FIVE FUNDING for:	Target SFY	Qtr. Start	ROI / Metric (Hard & Soft)
5 A1. "Commissioners"			
a. Seed partnerships with two or more organizations each who work on civil rights in your local community	2018-2019	3rd – Jan	a. Increases number of persons referred to PHRC, increase public’s awareness of commission and, Promote positive image of the commission.
5 B1. "Directorship"			
a. Launch partnership with United Way of PA to reach potential homeless/housing victims	2018-2019	1 st -July	a. Increases word-of-mouth advertising, increase number of persons referred to commission.
b. Ensure case closure targets for aged, new and priority cases are met per region.		1 st – July 2 nd – Oct 3 rd – Jan 4 th - Apr	b. Mitigates the greatest financial risk to the commission, ensure complement stability, promote opportunity to increase future complement level, ensure public receives timely and quality services and fulfills one of the commission’s core functions – investigations.
5 C1. "Staff"			
a. Ensure case closure targets for aged, new and priority cases are met per region	2018-2019	1 st – July 2 nd – Oct 3 rd – Jan 4 th - Apr	a. Mitigates the greatest financial risk to the commission; ensures complement stability and promotes opportunity to increase future complement level.
5 A2. "Commissioners"			
a. Offer a legislative forum to continue support for PHRC’s budget and staffing needs	2019-2020	3 rd - Jan	a. Promotes PHRC advocacy, expand legislative partnerships, and educate others on importance of civil rights.
5 B2. "Directorship"			
a. Partner with PA Restaurant and Lodging Association, PA Travel Association and Tourism Council to educate constituents of public accommodation laws.	2019-2020	2 nd - Oct	a. Provides access and opportunity to enable an environment of inclusion and free from harassment, increase public’s awareness of commission and promotes positive image of the commission.
b. Ensure case closure targets for aged, new and priority cases are met per region.		1 st – July 2 nd – Oct 3 rd – Jan 4 th - Apr	b. Mitigates the greatest financial risk to the commission, ensures complement stability, promotes opportunity to increase future complement level, ensures public receives timely and quality services and fulfills one of the commission’s core functions – investigations.

INITIATIVE FIVE FUNDING for:	Target SFY	Qtr. Start	ROI / Metric (Hard & Soft)
5 C2. "Staff"			
a. Ensure case closure targets for aged, new and priority cases are met per region.	2019-2020	1 st – July 2 nd – Oct 3 rd – Jan 4 th - Apr	a. Mitigates the greatest financial risk to the commission, ensures complement stability and promotes opportunity to increase future complement level.